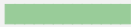# Human Resource Management - Position Classification and Management - Selected Text Responses

Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?	Response Percent	Response Total
Yes	17.1%	6
No	82.9%	29
Total # of respondents 35. Statistics based on 35 respondents; 0 filtered; 0 skipped.		

If yes, please list the support.	Response Percent	Response Total
1.		6
access to published salary surveys		
salary surveys from private industry		
Automated systems are available to assist with this process.		
Automation of external agency EWPs (repository) at our disposal. Currently it's very time consuming to identify similar positions at other agencies and then trying to contact those agencies to get similar EWPs or org charts.		
Central repository of state agency EWPs for comparator purposese		
Hurrman is limited to classes thought important by DHRM. No police data is listed.		
2.		2
view ewp's from other agencies instead of having to rely on agencies to provide		
Police data on Hurrman would be helpful.		
3.		1
easy electronic transfer of data from agency to agency or joint access to ewps		
4.		0
5.		0
Total # of respondents 35. Statistics based on 6 respondents; 0 filtered; 29 skipped.		

Please list up to five strengths of your current business processes for position classification and management.	Response Percent	Response Total
1.		33
Simple to use		
Managed centrally		
Process is uniform and well-documented		
have developed structured procedures with checklists to ensure attention to detail and accuracy		
Ability to deal with issues in a timely,non bureaucratic manner		
State information available for review		
Fast turnaround time		
Decentralized authority allows actions to be taken without undue delay		
Flexible & Efficient		
Well established		
relevant, easy accessible information on DHRM web site		
Compare current salaries of same position		
Only strength is our knowledgeable staff.		
Procedures are easy to follow		
Managed by the agency as opposed to DHRM		
Change to roles has reduced requests for changes in classification.		
HR staff have detailed knowledge of agency business and work to be done by positions		
ensures internal equity and alignment		
Efficient		
Utilize a band 5 wage employee to assist in the audit of position reviews		
Our system allows for flexibility and consistency.		
It is consistent		
Our process is efficient.		
CURRENTLY WE HAVE A LIMITED NUMBER OF ROLE TITLES WE USE.		
streamline		
Quick turnaround in HR		
Saves money.		
Consistency in process and practice applicaiton		
Lots of available information for determining appropriate classification and compensation		
It works !		
Internal salary alignment		
Current automated classification system allows users to easily identify & classify most VDH positions.		

	Automated software enables accurate, consistent position classification by all health districts		
2.			**27**
	Forms, procedures, policies accessible to employees		
	Comparison of other state agency positions		
	Consider internal and external alignment in all actions		
	process ensure consistency throughout agency		
	Knowledge of the facility operations and needs		
	Unemcumbered process		
	Process of preparing and entering position data into PMIS is quick and simple		
	More data is readily available (web enabled)		
	Familiarity to management		
	structured approach		
	Negotiate w/potential employee		
	Process is streamlined		
	Decentralization		
	HR staff have thorough knowledge of roles utilized by the agency		
	personalized		
	Suited to a small agency		
	Decentralized to the point that the analysis is fairly autonomous in terms of classification		
	It is centrally controlled		
	Our process is easily understood and user-friendly for agency management		
	automated		
	Decentralized to the point that the Analyst is fairly automonous in terms of classification		
	Ensures similarity in compensating similar jobs.		
	Ability to produce high volume compared to number of staff		
	Process for routing, if followed correctly, ensures that funding is in place prior to action being taken.		
	Consistency between departments		
	DocuShare records system allows electronic storage and retrieval quickly and easily of position descriptions and organization charts.		
	Automated software permits decentralized decision-making		
3.			**18**
	Access to enough information for ad hoc reports		
	Department of Human Resource Management Policies and Guidelines		
	Always conduct an audit for classification and justification		
	Statewide data readily available		
	Recognizes that one size does not fit all		

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	Education background		
	Information is easily retreivable		
	ease of use		
	Awareness of the rules and equity considerations		
	Using the work-load analysis allows our agency to be fair and consistent across regions/locations/programs		
	It is in compliance with DHRM policies and procedures		
	real time		
	Partnership and collaboration with business unit manager exists with respect to classification decision-making process		
	Helps employee morale through uniformity of compensation.		
	Teamwork		
	Involvement of supervisors/managers		
	OrgPlus is a user-friendly software which allows electronic transmission/sharing of organization charts.		
	Automated software reduces manpower needed for position classification & management		
4.			13
	Knowledge of Agency business practices		
	Good management of MEL/FTEs		
	Self contained process		
	Enhanced management reporting capabilities		
	Personal & Business references comparison		
	ensures compliance with state and agency policies and procedures		
	Having things done in a timely manner.		
	It is timely		
	user friendly		
	Is legally defensible.		
	Knowledgable	,	
	experienced staff		
	DHRM's HuRMan data base is user-friendly and provides much needed classification information.		
	Automated software permits accurate classification by non-HR staff		
5.			9
	Knowledge of Agency diverse functions		
	Autonomy		
	Good mgt. tool for program evaluation & trending		
	includes review of position against all positions in the agency		
	Ability to perform broad classification group review. Ex. (Env. Spec.)		
	It is shared with management		

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	cost effective		
	Is logical and easily followed by lay persons.		
	Professional HR assistance from OHR needed only in exceptional cases		
	Total # of respondents **35**. Statistics based on **33** respondents; **0** filtered; **2** skipped.		

Please list up to five opportunities for improvement in your current business processes for position classification and management.	Response Percent	Response Total
1.		**31**
More access to salary survey information		
Access to EWP's for all Executive Branch employees		
Possibly develop a separate form for classification requests		
an easier way to obtain comparator information from other agencies		
Entire process needs to be de-centralized		
Better comparison with the private sector		
More defined broad banded classification system		
Additional compensation data for surveying could help in analysis for position establishment & mgt.		
More clearly defined roles (job classifications)		
may need more role definition for some jobs		
More wage comparison for our remote location area		
Entire process should be reviewed for replacement or improvement.		
Provide a technical help desk to solve problems related to job categories and position history application systems		
More clearly defined career group descriptions		
HRIS		
Automation of approval process		
Time to devote to performing audits more often		
The ability to conduct a review using external EWPs from other agencies without time consuming research		
Having an automated reporting system from PMIS for classification actions		
It would be great if wage positions were maintained in same database as classified (i.e., PMIS)		
COMP AND CLASS EMPLOYEE TO REVIEW AND RECLASSIFY POSITIONS.		
enhanced accsssibility		
Automated position history - to help explain how and when a position came to be a certain level.		
Need more current information in regards to salaries in Emergency Management		
Easier access to general compensation data from other agencies.		
Update classification/compensation system for local agencies		
Difficulty making comparisons with like positions in other agencies		
Better... some basic W&S data from DHRM would be nice		
Improved survey information regarding career information at other agencies/businesses		
Improvement of existing automated forms system is underway at VDH with development of web-based forms.		
PMIS contains only classified positions data, requiring maintenance of separate		

	data base for Wage employees. A central file for all positions is needed.	
2.		**19**
	More on-line and automated forms	
	Use of sub-band operation levels within Roles	
	A few state-wide class roles are broadly described such that role descriptors are familiar to HR, but some employees have difficulty seeing what they do within them.	
	Easier access to SOCs	
	Hire more help for this process	
	Less subjectivity	
	Adequate staff and time resources	
	An automated tracking system for wage employees	
	Create a tool for state goverment that by entering the core responsibilities of a position it will generate comparators throughout the Commonwealth to ensure that all agencies are classifying positions correctly. I have on many occasions come across other agencies that have classified their positions at a higher or lower level then most other agencies. This has made it hard for other agencies to fairly compete when recruiting a position	
	Having a automated tracking system for stages of processing for classification actions	
	interactive	
	Easy access to other agency EWP's in searchable format	
	DHRM needs to conduct training classes in regards to compensation and classification of positions	
	Need snapshot custom reports from classification and pay data.	
	Implement a formal schedule for reviewing classificaiton/compensation within each service area	
	Required to maintain original classification information (as the work title) to determine appropriate level in pay band	
	...crossed to the DOL Dic of Occ Titles	
	Updating/ improvement is needed with VDH automated classification system of position benchmarks.	
	Ability to automate transaction data entry into PMIS	
3.		**15**
	More frequent training of new and current managers	
	Better EWP exchange	
	Better training on SOC usage	
	Retention of current employees	
	Alignment of career groups and job titles to market jobs	
	Move away from event-driven actions	
	Paperwork/processes could be consolidated.	
	Having a position report that would automatically update the organization chart or visa-versa	
	reports from DMV HRO interface	

	Need more support		
	Need for legislature to fund personnel systems when implemented.		
	Update class/comp system for State tied to career management development		
	Role titles, career group descriptions and SOC's are too broad for making clean comparisons and determining appropriate placement for positions		
	...for the purpose on content, construct, etc. validity needs		
	Compensation & classification training should be conducted by DHRM on a more frequent basis.		
4.			8
	Better organizational chart exchange		
	Full automation		
	Reduce paper processing; i.e., many documents, reporting		
	Having one person follow through, vs. one enters here, another there in different systems.		
	enhancements to internal HR system		
	Need DOA to delay exception reporting in order to correct salary data before exception report is produced.		
	Identify ways to identify when internal alignment issues exist		
	Access to a centralized subscritpion to BNA/Pretise-Hall/CCC		
5.			4
	Better job audit exchange		
	Eliminate manual tracking systems		
	Having a standard classification review on file for career group.		
	Need at least five years of guaranteed pay steps to retain new employees and make it harder to leave for more money.		
	Total # of respondents **35**. Statistics based on **31** respondents; **0** filtered; **4** skipped.		

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Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.	Response Percent	Response Total
1.		29
Ability to update information using one system rather than several		
Position history including funding, vacancy rates		
Supports the attraction, employee morale and retention of good employees		
Easy to administer		
Ability to do what is best for this organization.		
More salary data cover a better cross section of state roles and career groups.		
Electronic EWPs for all state positions		
See # 17		
Access to EWPs in other agencies		
Having specific guidelines for certain positions		
Easy to use		
Increase management flexibility for defining job classification duties		
One consolidated automated system-for classification and position management		
Integrated HRIS system		
Availability of funds to bring employees to the competitive salaries.		
needs to be personalized to agency and not generic - some agencies have specialized and/or unique positions		
An easier way to identify similar positions within state government		
More training/education that is mandatory state-wide to managers/supervisors on the State process regarding classification, compensation and FLSA! I see too often that supervisors/managers mistake quantity of work vs. level of work when requesting a reallocation.		
More descriptive classification titles/Role Titles. The current Role titles are too general and almost meaningless. The former classification titles were more descriptive.		
Efficient		
A COMP AND CLASS EMPLOYEE.		
easy to administer		
FLSA exemption test info tied to each position		
Instant on line review of all comparable position data.		
Use fewer pay factors		
More specific and clear role titles and career group descriptions - not as vague as the current descriptions.		
Comparison data		
User-friendly automated classification system - already in place in VDH		
Automated support as in present VDH system		
2.		25

	Ability to update payroll at the same time, compensation is changed		
	Position searches using keywords		
	Fair and equitable		
	defensible		
	Electronic organizational charts for all state agencies		
	Access to other agency organizational charts		
	Being flexible to set our own goals for advertisement		
	Incorporate current resource information		
	Design a position history feature that minimizes duplicative adminstrative actions		
	Flexiblity in creating reports		
	Graphic representation of jobs, positions, employees		
	Ability to easily change designation of positions between GF and NGF as funding changes.		
	needs to consider each individual positions in relation to all positions in the agency		
	An automated process for conducting class & comp reviews where all job classifications in the state are used for a searchable database for similarities.		
	Although I've enjoyed for the most part being decentralized from DHRM, I believe more support from them when there is a glaring discrepancy would be very helpful.		
	More definition of different pay levels within pay bands statewide		
	Responsive to user needs		
	consistency		
	Standards for all positions that cross agencies to ensure consistency in classification		
	Instant production of custom reports on request.		
	See "Opportunities" above		
	More specific method for determining placement in the role and pay band		
	Manager/supervisor involvement		
	Occupational Roles should be redefined for the current classification factors to be more easily applied - currently underway at DHRM.		
	Central data base for classified, wage & contract employees		
3.			20
	Automated vacancy tracking report		
	Easy to understand		
	understood by employees (ease in communicating features or characteristics)		
	Hisorical archives for all job audits		
	Electronic personnel files, including EWPs, for easier access to classification information		
	Retention		
	System should be easily understood by all employees.		
	Provide management with an easy access salary tool to assist with salary decisions.		

	Ability to access across all districts and central office		
	Career and succession planning		
	Close interaction between agency management and knowledgeable HR staff to facilitate management decision making.		
	needs to ensure internal alignment and equity		
	Integrated with Payroll information.		
	Easy to use		
	clearly defined		
	Guideline position descriptions for use by all agencies for comparator purposes		
	Fill in the blanks position creation with the applicable data on line in the background.		
	Internal salary alignment		
	Standard training in compensation & classification for all agencies should be conducted by DHRM more frequently.		
	Personnel and Payroll data base integration		
4.			**12**
	Automated salary comparison/tracking by percentile by employee		
	Well-documented to be able to support challenges		
	Windows based personnel data system		
	Need a resource available for improvements.		
	Centralized data base with access statewide		
	Generate reports		
	HR staff should have a high level of knowledge of the agency's business.		
	Eliminate all duplicate data entry.		
	Very cost effective		
	Chaining of forms and letters using generic language and system generated fill in the blank data.		
	Opportunity to meet market demands		
	Improved classification/compensation training resources should be developed and placed on DHRM Web site.		
5.			**6**
	Automated reminder for periodic reviews of positions		
	Flexible to be able to respond to changing needs		
	Statewide classification analyst email/phone network		
	More/better online resources for job applicants, HR and hiring managers - eliminate paper wherever possible.		
	On line submission of requests through correct channels with checkoff by the various authorities from the initiator though to the classification, review and approval processes.		
	Flexibility to retain high performers/key employees		
	Total # of respondents **35**. Statistics based on **29** respondents; **0** filtered; **6** skipped.		

Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.		Response Percent	Response Total
			22
	Equal Pay Act ADA EEO		
	No known state or federal restrictions. Be aware that the needs of individual agencies vary which makes for a complex system that is intergrated with performance evaluation, recruitment, training, etc		
	No		
	no		
	This question should be addressed to the Department of Human Resource Management.		
	No		
	No.		
	Not aware of any.		
	None		
	No		
	Not sure		
	NONE KNOWN.		
	FOIA FLSA		
	FLSA regulations		
	NO		
	The Budget Bill and pay structure are established by regulation and law. Implementation of the five step plan would require some changes in these regulations.		
	No.		
	All of the state processes and policies for position classification would have to be changed if we changed the roles and career group descriptions to be more specific.		
	None known.		
	Fair Labor Standards Act		
	No		
	No		
	Total # of respondents **35**. Statistics based on **22** respondents; **0** filtered; **13** skipped.		

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If you have any other concerns or comments about this functional area, please include them here.	Response Percent	Response Total
		13
Numbers 14 & 15 - Central Office HR may consult with DHRM, other states, and localities. These consultations do not involve pay to any consultants. We are seeking information, but analysis is done internally in CO/HR. This is a typical/normal aspect of the class. & comp. process. Aspects that appear to be the focus of this survey like data entry and filing are typically done at the local (agency or facility) level.		
Agencies have been given de-centralized authority to make their own classification decisions. With that authority comes inconsistent application of policies. If there were some sort of 'clearing house' for information, it might facilitate consistency in the classification system statewide.		
No		
Generic position classification published by DHRM should better explain that not all positions will fit exactly into a particular pre defined classification.		
Integrate HRIS system		
I am not sure I would be comfortable with an automated classification system. There are so many variables in classification and a generic way of classifying positions would not always work. Our agency is small, so it is much simplier for us to individually review positions rather than attempt to automated the process.		
One of the battles facing HR professionals in the State arena, is that the majority of employees think they should be in a higher position. Even with broad banding, employees still have not grasped the idea that you do not have to move up to be successful. Overcoming some of the predetermined mindsets is the most challenging.		
When entering into PMIS, it would be good if it did not shut down so quickly. The entire screen has to be reentered if it does. While the compensation reform movement has provided good flexibility regarding compensation practices, the classification system is too general. It is difficult to differentiate between levels of responsibility within a pay band; for example: a supervisor may have the same Role title as the subordinate.		
Too little importance is given to the pay and benefits for the workforce of the Commonwealth. Salaries are behind from the year 2000 and even earlier, back to 1990. Retirement benefits are less than for other states. It is difficult to compete with North Carolina, Maryland, Tennessee and other states when their retirement benefit and starting salary structure is so much better for police officers.		
No.		
Overall Caveat - DFP has an MOU (...paid) w/DHRM fopr services #3 - DFP has an ELT\Executive Leadership Team (n=7) whom are principal & pivotal for Classification & kindred needs Humres needs #5 - This can also vary (...widely sometyimes) viz. external issues such as VGA being in session and diverting min. resources		
No		
VDH has a unique, outstanding automated system that enables decentralized position classification & management. We are concerned that a move to standardized across-the-board software for all agencies will lose the extraordinary benefits of the VDH system.		
Total # of respondents **35**. Statistics based on **13** respondents; **0** filtered; **22** skipped.		